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SUBJECT:

Speaking Invitation - Institute for Risk Research  
University of Waterloo 22 Sep 88

William M. Baker  
Director, Public Affairs

## EXTENSION

NO.

PAO 88-0298

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31 Aug 88

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COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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Central Intelligence Agency



Washington, D.C. 20505

01 SEP 1988.

Mr. John H. Shortreed  
Associate Director  
Institute for Risk Research  
University of Waterloo  
Waterloo, Ontario, Canada N2L 3G1

Dear Mr. Shortreed:

Thank you for your invitation to participate in Conflicts: Managing, Resolving, Winning in Toronto on September 22nd. I am sure that it will be a most interesting course. However, my schedule is such that I cannot make a commitment for that date, and unfortunately, our other senior Agency officers' time is also heavily committed so that they are not able to attend.

I wish you all a very successful day.

Sincerely,

/s/ Robert M. Gates

Robert M. Gates  
Deputy Director of Central Intelligence

# University of Waterloo

Institute for Risk Research  
Waterloo, Ontario, Canada N2L 3G1

(519) 885-1211  
Telex 069-55-259



Executive Registry

88-3183X

August 12, 1988

Mr. Robert M. Gates  
Deputy Director of Central Intelligence  
Central Intelligence Agency  
Washington, DC 20505  
U.S.A.

Dear Mr. Gates:

An important function of an organization's leadership is the skillful management of conflict situations. Decision making under conditions of uncertainty and conflict, whether external or internal to the firm, is the essence of the executive's task. In the long run, the vitality and even the viability of the organization are governed by the sound management of conflict.

During the past few years, conflict analysis has been developed into a fully operational set of procedures that can be applied to virtually any conflict arising over the spectrum of human activities. Leaders of well-managed institutions can greatly benefit from a knowledge of this valuable set of tools. A short course on strategic decision making, Conflicts: Managing, Resolving, Winning is being sponsored by the Institute for Risk Research and will be held in Toronto on September 22, 1988. We invite you to take part.

This course is aimed at executives and their advisors in industry and government. Its purpose is to provide understanding of and experience with the techniques of conflict analysis. The subject comprises a set of general methodologies, implemented in easy-to-use computer programs. Strategic problems are modelled by placing the information into a structured framework to predict the possible outcomes that are feasible socially, politically and technically. A participant in a dispute can behave optimally by selecting a course of action leading to the most preferred joint position.

The course presents the analytic procedures and includes extensive workshops as a forum where several real case studies are examined. The case studies are based on the attendees' personal experiences or reflect their current concerns. The sessions are small and off-the-record, and you should be prepared to be active in the discussion so that a realistic study can be made of conflicts of current interest.

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The Course Leaders are internationally recognized for their development of the modern discipline of conflict analysis:

Dr. Niall M. Fraser, P.Eng.

Department of Management Sciences, University of Waterloo

Dr. Keith W. Hipel, P.Eng.

Department of Systems Design Engineering, University of Waterloo

Dr. D. Marc Kilgour

Department of Mathematics, Wilfrid Laurier University

I enclose a detailed announcement and a registration form. Telephone registration will be regarded as firm and should be made to Jean Webster at this institute (Telephone: (519) 885-1211, ext. 3355; Telex: 069-55-259). I hope that you or a senior representative will take the time to join us for the course.

Yours sincerely,



John H. Shortreed  
Associate Director

/am

Encl.

**EXECUTIVE SECRETARIAT**

**ROUTING SLIP**

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Executive Secretary

22 Aug '88

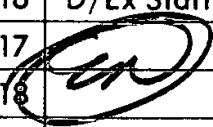
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Executive Secretary

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